

ROUTING AND TRANSMITTAL SLIP		Date
		29 MAY 1986
TO: (Name, office symbol, room number, building, Agency/Post)		Initials Date
1. EXO/DDA		29 MAY 1986
2. ADDA		29 MAY 1986
3. DDA		29 MAY 1986
4.		
5. DDA REGISTRY		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
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**EXECUTIVE SECRETARIAT**

ROUTING SLIP

**DDA/REG****LOGGED**

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		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI		X		
3	EXDIR		X		
4	D/ICS		X		
5	DDI	X			
6	DDA		X		
7	DDO		X		
8	DDS&T		X		
9	Chm/NIC		X		
10	GC		X		
11	IG		X		
12	Compt		X		
13	D/OLL				
14	D/PAO				
15	D/PERS				
16	VC/NIC				
17	CH/IPC		X		
18	NIO/GPF		X		
19	NIO/SP		X		
20	C/ACIS		X		
21	ES		X		
22					

SUSPENSE 1200, 3 Jun 86  
Date

## Remarks

TO #5: Please have memo prepared for my signature forwarding our suggested changes to NSDD-32.

Executive Secretary

28 May 86

Date

**3637** (10-81)

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No. ER 1364X/3 86

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WASHINGTON D.C. 20506

May 27, 1981

Executive Registry

86- 1364x/3

MEMORANDUM FOR MR. NICHOLAS PLATT  
Executive Secretary  
Department of StateCOL DAVID R. BROWN  
Executive Secretary  
Department of DefenseMR. PHILIP A. DuSAULT  
Acting Associate Director for National  
Security and International Affairs,  
Office of Management and Budget  
Executive Secretary  
Central Intelligence AgencyREAR ADMIRAL JOHN W. BITOFF  
Executive Assistant to the Chairman  
Joint Chiefs of StaffSUBJECT: Implementing the Packard Commission  
Recommendations re Review of Strategy  
and the Defense Planning Process (S)

In approving implementation of the recommendations of the Blue Ribbon Commission on Defense Management (the Packard Commission) in April, the President directed the review of NSDD-32 and related documents and the development of a revised defense planning process. This memo summarizes the progress made thus far and outlines further requirements over the coming weeks. (S)

Review of Strategy

The review of NSDD-32 and NSSD-1-82 is intended to update national strategy by taking into account fact-of-life changes and supplemental Presidential guidance that has been issued since 1982. The NSC staff has discussed the background of this review with the agency representatives listed at Tab B. (Unless otherwise notified, we will consider the individuals listed as primary points of contact for this project.) (S)

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We have informally suggested that working groups be established within each agency to undertake a review of NSDD-32 and NSSD-1-82. These working groups should identify those necessary changes to NSDD-32 which each agency will recommend to the NSC. The preliminary NSC staff assessment of such changes is at Tab A. (S)

Your recommendations for changes to NSDD-32 are requested by June 3rd. Upon receipt of your views, we will circulate a draft NSDD, and I will assess the need for a formal interagency meeting. It is our objective to complete this review and have the President issue a successor to NSDD-32 by mid-June. (S)

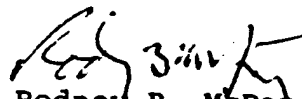
### Improvements to the Defense Planning Process

The President also directed, per the recommendations of the Packard Commission, that the NSC undertake improvements to the defense planning process. These improvements will involve a closer link between strategy and resources within DOD and at the national level. DOD was tasked to take the lead in developing a revised defense planning process and then to submit its recommendations to the NSC and OMB. DOD's recommendations are due no later than July 1st. (U)

DOD is addressing the issue of revised procedures on two levels: First, the timing and sequence of procedures that would exist when the entire scope of improvements is in place. And second, the modifications to be used this calendar year in making the transition to a revised set of procedures in the future. Of particular interest are plans for net assessments and the Chairman's development of strategic options. (U)

DOD should work closely with the Packard Commission, which is currently preparing its specific recommendations for improvements to the planning process. (U)

In addition to these issues of interagency interest, DOD should continue with implementation of the Commission's recommendations, and follow-on reports called for by the President, in the areas of military organization and command, acquisition organization and procedures, and government/industry accountability. (U)

  
Rodney B. McDaniel  
Executive Secretary

### Attachments

Tab A Preliminary NSC Staff Assessment of NSDD-32  
Tab B Points of Contact for NSDD-32 Review

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Preliminary NSC Staff Assessment of NSDD-32 (S)

The NSC Staff is reviewing NSDD-32 and NSSD-1-82 to assess the requirement for changes in these documents. We have tentatively divided potential issues into three categories:

- 1) "Fact of Life" changes that must be incorporated in any revised document;
- 2) supplemental Presidential guidance in specific areas that should be reflected in our basic strategy documents; and
- 3) key issues which should be addressed in national strategy, but cannot necessarily be resolved during this short review. (S)

While these distinctions are in some cases artificial and subjective, our objectives should be to isolate those issues on which we can all agree, accomplish as much as possible in this review, and establish an agenda for further action, where appropriate. The best outcome for the planning process is a document which has sound and enduring qualities and yet is flexible and dynamic enough to respond to changing circumstances; a document which provides clear, concise direction without burdensome detail. (U)

We have identified the following issues as among those that should be considered in this review:

Relevance of NSSD-1-82. The study produced by NSSD-1-82 is incorporated by reference into NSDD-32. Review of this document indicates that some of the conditions and circumstances under which the study was written have changed. These changes make NSSD-1-82 less relevant as a primary source of policy guidance concerning the President's world view. At the same time, however, there are also important components of NSSD-1-82 which have stood the test of time. Our preliminary conclusion is that selected, key elements of NSSD-1-82 should be transferred to the primary strategy document, allowing NSSD-1-82 to remain a one-time study but no longer a necessary reference in any successor NSDD. (S)

SDI. The Strategic Defense Initiative post-dates NSDD-32. Our national strategy document should reflect current policy in this area, including broader US objectives, and the relationship between strategic offense and defense. (S)

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Low Intensity Conflict. Threats to US interests at the lower end of the spectrum of potential conflict, and the capabilities required to deal with such threats, deserve greater emphasis than currently found in NSDD-32. Current policy guidance regarding terrorism is sufficient in that specific area, but additional policy development is required across the broader range of low intensity conflict. (S)

Regional Priorities. The regional priorities identified in NSDD-32 were based in part on certain security and economic concerns in Southwest Asia. Regional priorities have since been adjusted in subsequent DOD planning documents. This review of NSDD-32 presents an opportunity to resolve the inconsistency between the two assessments of priorities. (S)

Priorities for General Purpose Forces. The description of general purpose force priorities in NSDD-32 requires review and may not represent adequate guidance for the greater part of the defense program. Such guidance could be more closely correlated to the requirements of our coalition strategy, resource constraints, and other important factors. (S)

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## Points of Contact

	<u>Stand-in</u>	<u>Phone</u>
<u>OSD</u>		
Fred C. Ikle,	(Dov Zakheim)	
Under Secretary of Defense for Policy		697-0209
David S.C. Chu,		
Director, Program Analysis and Evaluation		695-0971
Robert W. Helm,		
Assistant Secretary of Defense, Comptroller		695-3237
<u>JCS</u>		
LTG Dale A. Vesser (J-5)	(Col. Ken Smith)	695-5618
Director for Plans and Policy	(Col. Frank Hennessee)	697-0557
<u>State</u>		
H. Allen Holmes	(John Hawes)	647-3302
Assistant Secretary of State for Politico-Military Affairs		647-9022
<u>CIA</u>		
Richard J. Kerr		
Deputy Director for Intelligence		
<u>OMB</u>		
Philip DuSault		395-6190
Acting Associate Director for National Security and International Affairs		

TAB B

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